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26 February 1959

MEMORANDUM FOR: L. B. Kirkpatrick, personally

SUBJECT : IG Survey, Office of Personnel

1. Perhaps outside of your immediate survey is a related view, as follows:

- a. However, when all is said and done, a \$64 question remains. It is: What is the sense of having a "Career Service" when we don't have any real professionalism within the personnel career service itself?  
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- b. We've come a long way from the [REDACTED] thru Harry Reynold's reigns by introducing intelligence at the top with Gordon Stewart. This is not enough by any means. Stewart is a professional within his basic service - not in personnel. (Obviously there is not a whit of reflection here on a sincere, earnest and hard-working officer.
- c. For us to think that just any intelligent man however well-intentioned, can direct the administration of a service which policy-wise and procedures-wise must care for our greatest asset is not to understand the true nature of this matter. It's the same kind of fix one gets into in the appointment of an accountant or budget officer to the post of financial man or a true comptrollership. The differences in job requirements are vast. We have, under Stewart, professional Civil Service technicians. That's all. Maybe one of these will grow up in breadth of view, understanding and stature, within the next 10 years - but what about the interim? Also our questionable understanding of the importance of over-all personnel policy determination and administration is further illustrated by the fact that for a long time we have had only one super-grade in the Personnel Office (The Director) - and then a raft of GS-15's. The recent addition as the Deputy is a professional accountant.

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- d. The epitome of the expression "personnel professionalism" is illustrated most sharply - and of course over-drawn today - in the person of the Secretary of Labor, Jim Mitchell. His undersecretary is a runner-up. There are others in this town - of course.
- e. We should seek for a specialized senior officer with 20-25 years with progressively graduated personnel experience - a recognized professional in this field.
- f. For my money the greatest contribution the IG could make to this Agency is to challenge conditions as set forth immediately here above and stand forth as the successful advocate for the inferred constructive change.

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Chief, Management Staff

*cc: Destroyed per 5/11/59*

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